

Question #3

How Should Each of the CALFED Program Areas be Managed?

Option 1/CET Proposal Lead Program Management within the new Commission

Lead Program Management. The Commission would be the primary point of accountability for the CALFED program but responsibility for program management of each program would be assigned to a "Deputy" manager. The Deputy would be responsible for working with the Commission, the other CALFED deputies and the state and federal agencies involved in the program to achieve the program objectives for their program. Whether the programs are organized into eight programs or in some way combined would be the prerogative of the Executive Director.

Program Implementation. Program implementation duties would vary for each program. The implementation of the CALFED objectives in many cases are currently managed by existing agencies. Therefore all or part of the program implementation could continue with an existing agency or be shifted to the Commission. In other cases, such as the ecosystem program, program implementation would be performed primarily by the Commission.

Assuring Consistency with CALFED. New authorization legislation or budget/appropriation language should be provided to assure implementation is consistent with CALFED objectives. Legislation should retain the existing agency authorities and mandates for their program but require the program be managed consistent with CALFED objectives and under the direction of the Commission. In the near term, changes in existing law may not be feasible, such as modifying the federal Clean Water Act. In those cases, consistency will need to be assured by modifying agency policies and procedures where appropriate to support CALFED objectives.

Funding. In the best scenario, funding to implement the ROD would flow through the Commission, and in some cases directed by the Legislature or Congress to specific entities. However, the Commission would ultimately be accountable ~~that~~ ^{for} funds ^{to} be spent in accordance with the ROD.

Other options include CALFED funding appropriated to existing agencies or new agencies depending on several factors. For example, if the new Commission is not a federal entity, then all new federal appropriations will have to be made to existing agencies with a requirement that funding be expended consistent with CALFED objectives. For new state appropriations, funding could either be directed to the Commission or to existing agencies with the same "consistency language". For existing programs and funding related to CALFED objectives, consistency and coordination language should be added where possible.

Option 2 **Lead Program Management within existing agencies or new entities other than Commission**

Lead Program Management. Lead program management responsibilities would be assigned to existing agencies (or in the case of the ERP--to a new entity/conservancy). The new Commission would continue to provide oversight of the CALFED program. Commission staff would support the Commission in their oversight duties and would encourage the coordination between programs and agencies.

Program Implementation. The lead agencies would also perform program implementation for their portion of the CALFED program, and would coordinate with the other agencies responsible for program implementation. For example, responsibility for the Levee program could be assigned to DWR. DWR would manage its portion of the CALFED levee program and coordinate with the other agencies (OES, Corps) to ensure those programs are consistent with CALFED. For each CALFED program, an agency would need to be identified to serve the lead program management responsibilities.

Assuring Consistency with CALFED. (Same as Option 1)

Funding (same as Option 1)